OUTLINE OF LECTURES

FOR SUPERVISORS

It probably comes as no surprise to you that there is increasing
interest among senior Agency officials in improving the quality of super-
vision in the Agency. We are becoming directly involved in two specific
programs for doing something about it----the first I mentioned to you a few
months ago: that is a project that OTR is undertaking to produce some films
on supervision as part of the production schedule for next year. We have

25X1A9a been working with ██████████ on this and have given him some ideas about
the general coverage we believe we should undertake on the first series.

25X1A9a More recently, ██████████ has visited us about a program which Mr. Kirk-
patrick is interested in---this would involve a lecture or series of lectures
to brief supervisors about their personnel management responsibilities and
tell them the things which we believe they should know about various personnel
programs. It is also intended that this series cover medical and security
matters as they relate to the supervisor's personnel management responsibilities.

I believe that both of these program can be merged. We can perhaps get
off to an earlier start with the lectures and then use the films in the lecture
program as they become available--now, I am probably talking about what would
happen in a few years. To get back to our immediate problem and the one
which I wanted to take up with you today: we have been asked to produce an
outline or list of the topics we believe should be covered in a lecture session
which would be given in the fairly near future for all headquarters supervisors.
The plan is to hold these sessions in the auditorium and to give one for DD/I
supervisors, one of DD/P, one for DD/S, etc. To an extent, I believe we could
vary the program slightly for the audience but the basic purpose is to inform
all supervisors about their key responsibilities and the programs and services

available to assist them.

To give you an idea of the approach we are considering at present, we are thinking of four basic categories of material:

1. Off-job problems of employees

2. On-job problems of employees

(The focus of these first two groupings is the employee as an individual.)
The second grouping is concerned with the employee as a worker and it includes:

3. Performance - how to stimulate good performance, how to evaluate
performance, how to discuss deficiencies with employees
and help them to improve their performance, how to
give appropriate recognition for a job well done, etc.

4. Development - What are the individual's talents and how can he be
given an opportunity to grow in his present job. Have
his major or strongest qualifications and skills been
identified? What training does he need? How does the
            counsel
supervisor ~~handitk~~ the employee who has "topped out"?

After we work with this material some more, we may abandon this particular
outline so don't feel obliged to take it down or try to follow it in making
your suggestions.

I would like to ask each of you to give us your ideas about the particular
functions or activities which you supervise that you think ought to be covered
in the lecture outline. You are not prohibited from crossing functional lines
if you want to give a more comprehensive list. We are wide open for all ideas.
Your lists need not be elaborate and we are not fussy about the form in which
you present them—you may jot it down on the back of an envelope if you wish.

We have promised to turn in a first draft fairly soon and I would like to
have your suggestions by 18 November.